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ABSTRACT

Negative motivators like threats, intimidation, criticism, denigration, the withholding of information, and the exercise of power produce temporary results but engender resentment and close the door of communication. Good leaders use positive motivators to meet people's needs, enhance efficiency, and improve working relationships. Some of these positive motivators include sharing information, showing concern and interest, encouraging good health in those supervised, providing motivational reading materials and tapes, showing appreciation, sharing power, modeling good interpersonal skills, helping those supervised achieve personal growth, allowing employees to feel pleasure in their activities, and providing security through supportiveness and consistency. The successful leader will also make operations as convenient as possible, show sympathy, enable those supervised to gain status, permit employees to work with members of the opposite sex if they prefer, and get employees into action. Using positive motivational techniques builds a positive environment and encourages employees to feel, think, and act like valued and valuable members of the organization. (PGD)

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MOTIVATIONAL TECHNIQUES FOR GOOD HUMAN RELATIONS

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What makes people want to act? What moves and activates those you supervise? There are forces within everyone that energizes. These psychological needs drive or motivate your people. To ensure a more efficient working atmosphere, leadership must be keenly aware of those psychological needs that motivate. Some of our methods of supervision were copied, some we have adopted and some we have changed to assure survival. Some of the techniques we use to motivate came from early training, and we are not aware that they are not exercised by choice. Some of your supervisory techniques you are very comfortable with and when you begin to investigate them, it almost paralyzes you.

My version of a Mother's Prayer has a message regarding motivation and how we endeavor to train and motivate. Let me set the scene for you.

I have discovered a personal problem in my relationship with my son, and I have quietly slipped into his bedroom to talk. His small hand is crumpled under his chin and his blonde curls are stuck to his forehead. "Son, I'm sorry for being cross with you. I scolded you as you were dressing for school because you didn't get your face clean. You came downstairs with dirty shoes and I growled angrily about your

EA 019 096

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shoes and keeping your clothes hung up. At breakfast, you spilled your milk and spread far too much jelly on your toast. I mumbled 'can't you do it right?'. You started for school and I made haste to catch my bus. As you dashed down the driveway, you turned and called 'good-bye, Mom. I love you.' I frowned and yelled, 'hold those shoulders back.' Late that afternoon as I got off the bus, I spied you down the street on your hands and knees playing marbles. As I approached, I yelled, 'get up out of that dirt and get home and change your clothes - don't you know they cost money?' I'm sorry, son, for humiliating you.

After dinner, I was in the den reading my paper and you timidly approached me with a hurt look in your eyes, and I glanced impatiently over my paper and said, 'what is it you want?' You didn't answer, but with one tempestuous plunge, you threw your arms around my neck and they tightened with the affection God keeps blooming in your heart and neglect does not seem to wither. Then you padded off upstairs.

Son, as I stand here beside your bed, I realize that a habit has been stifling our friendship. The terrible habit of finding fault. I guess I think this will train you to do better next time. It's not that I don't love you; it's just that I've picked up someone else's habit and I don't like it. I'm sure I expect too much too soon. You have so many nice qualities. You are thoughtful and you have a cherry smile. Why haven't I told you so more often? Oh, son, I hope it's not too late to develop our friendship. I hope

you'll help me to do a better job. Forgive me for expecting so much and giving so little."

This scene gives us some idea of what supervisors believe their role is. Many supervisors spend a great deal of time finding fault or trying to prove they are boss. Finding fault does not motivate and definitely does not encourage positive attitudes. Perhaps this scene brought to mind some of the different ways you teach, train, and motivate. Let's be better motivators. Let's work on creating an atmosphere where positive attitudes grow and people want to work and learn with us.

As you begin to examine your supervisory techniques, you may find some of the following: threats, intimidation and critical remarks. These motivators produce temporary results, but they also engender resentment. The following are also negative motivators: putting people down; withholding information; and using the power of the position to enforce rules and regulations. When you choose to use any of these non-motivational techniques, you will find the door of communication closed. Good leadership uses positive motivation to meet the needs of their people and to assure greater efficiency and smoother working relationships.

Good leadership SHARES INFORMATION. As information is shared, people buy into the total process and feel good about working for your organization. Information flows two ways. It flows to supervision and it flows from supervision. A secondary motivator relates to

inquisitiveness. Some people have an intense need to know what is going on; to know how you feel about them. When you do not use this motivator, you may encourage the cat and mouse game and loose a lot of precious time. Newsletters provide a means of keeping people informed and is a way of sharing accomplishments.

Do your people KNOW THAT YOU CARE? A recent poll indicated that the number one ingredient missing in all organizations was "caring". Use different ways to show that you care, such as: helping to construct strong self-confidence; being an active listener; creating problem solving sessions; and observe the open door policy. Know the special talents and personal interest of your people. Allow them to improve the physical surroundings by bringing their own special pictures and plants. This freedom motivates and says "I CARE". Prepare breakfast on occasions such as Thanksgiving or Christmas. Create a Happy Hour - a get together strictly for social interaction. The last half hour of the workday on Friday seems to be an appropriate time. Provide a light snack and share in an easy manner with those you must work with day in and day out. Potlucks are an excellent way of saying "we think you're great and we care!"

In our motivation picture today is HEALTH AND WELLNESS. Are you instituting programs where your people can jog, walk or do aerobics together? These exercises affect the attitude, and attitudes determine the working

atmosphere. There are ready-made bulletins on health and wellness to use in your effort to say "I CARE".

MOTIVATIONAL READING MATERIALS AND MOTIVATIONAL TAPES will assist your people in their effort to become more of what they are capable of being. These materials will also help to adjust attitudes. New attitudes bring greater efficiency and renewed interest in work.

SHOW APPRECIATION: Let your people know in front of their peers that they are doing an excellent job. This practice will satisfy the need to attain some kind of prestige. People are motivated when they feel important. Have you noticed people tell you what good things they are doing. Recognize their efforts in a special way. Appreciation can be shown by award dinners, or cards on special occasions. Sending your people to school indicates your confidence in them and assures that they have adequate job knowledge.

POWER: People need to know they count. When we allow people their opinion in certain projects, we satisfy the need to know that they count. Provide room for employees to express their thoughts on changes and improvements that may affect them. Appoint them leader of a committee. Urge them to submit ideas for improving the work process.

EXCELLENT EXAMPLE: There is a need in all people to follow the crowd and do what the majority are doing. Be sure you give your people a good example to imitate. Watch

for those people who belong to lots of organizations. These people have a strong need to imitate. A good leader is aware of these special needs and motivates by their example. Be sure your employees believe you are human. We can do this by admitting we're wrong or by sharing some of our hurts. Above all else in presenting an excellent example, exhibit truth.

PERSONAL GAIN: This is the strongest and most prevalent individual motive possessed by human beings. In any situation, one is amost sure to think or ask,"What do I get out of this?" "What's in it for me?" This is a primary question, and it's one we all seem to ask consciously or subconsciously in all situations. What are you doing to help me? Allow your people to grow. Better still, be sure you provide vehicles that assure growth. Set aside time to RAP with everyone you supervise. Give your employees some of the precious time you feel you do not have. This motivates. These sessions will also give you a better idea about the personal feelings of those who help you make things happen. Listen to their concerns, and help them map out a plan for greater PERSONAL GROWTH. Brainstorming sessions allow room for expression and assure your employees that they are valuable. These sessions improve the relationship among employees and improve their ability to say what they think in front of their peers.

PLEASURE: Personal gain provides a great deal of pleasure. When the need for pleasure is encouraged, people

will trust your leadership. They will believe you are confident in your own position and your own accomplishments. This need is also satisfied by encouraging your employees to get involved in committee work or other civic activities. Allowing pleasure doubles the contribution people make to your organization.

SECURITY: You may have people in your organization who never offer an idea or endorse one from anyone else. They are acutely afraid of failure. Be sure you do not put these people on the spot - they will withdraw. Plan with them to work on a strong self-image. This will give them more security, and they will be a better team player. Implement leadership that is predictable. Produce an atmosphere of safety. Your people need to know your plan of action. No surprises. At the front of your relationship with the people you supervise, let them know what you expect and your methods of follow-up. By concentrating on the need for security, we abolish fear, which reduces efficiency and controls more of our thinking than we care to admit. In the RAP SESSIONS mentioned above, you might help an employee locate his/her fear and create ways to deal with them.

CONVENIENCE: Everyone wants things better. We all want life to be a little easier. If people can avoid hard work, they will. The winning leader never reacts negatively or expresses disappointment when people talk about convenience. If you can't make it easy, don't complicate it. Make the task appear as easy as possible.

LOVE: Take time to be involved with your people. When they are experiencing a crisis, show them love. Love takes the time to listen when there is an obvious need for SYMPATHY. People realize you love them when you exhibit an understanding attitude. Love is an outstretched hand when an employee has made a terrible error; and the outstretched hand says "I understand". We are all human. Love does not insist on a confrontation that makes an already uncomfortable employee more uncomfortable.

STATUS: Most people have a need for status. As a supervisor be sure talents match the type and quantity of work that is given them. A new office space to some means status. To others, you may want to add status by giving a new title or a pay increase. Use status to benefit you and your organization. People are motivated when they believe they look important in the eyes of their peers. Allowing your people to come and go on certain occasions at their discretion gives them a feeling of status. A longer lunch hour to be involved in fitness lends status to some people and they can make this time up at their discretion.

OPPOSITE SEX: You will have people that are highly motivated when they are allowed to work and interact with people of the opposite sex. Be more aware that this may be an excellent motivational tool. Use it to your greatest advantage.

PERSONAL GOALS: Somewhere in your evaluation process, you may want to encourage personal goals, and

during your RAP SESSIONS you may check on the progress of these personal goals. Improving what your people are, personally motivates.

DEVELOP CHARISMA: By using many of the above ideas, you can develop greater charisma in your people. Constantly striving to motivate will develop a new energy in your people, and this strengthens charisma. Participation in the committee process and in brainstorming ventures will enhance their verbal agility and, thus, add to personal charisma.

PERSONALITY TEST: This can also be used to help locate personality areas that you want to improve. The process of improving ourselves in any way is tremendously motivating. LIFE ATTITUDE SYSTEMS, 409 Gilmore Avenue, Jeffersonville, IN 47130. This personality test is one of the more reliable and valid test that we know about.

ACTION: is probably the most important means of motivating - to get people into action. Action provides momentum and this unexpected pleasure, motivates.

The people in your organization were the best you could find, and you believed they would serve your organization well. These people chose your organization because they hoped the job would be fulfilling and would meet many of their needs. Be sure your leadership produces an environment that satisfies the needs of your people and allows them to grow and to fulfill the potential you saw in them. Make a decision to be the very best supervisor you know how to be and allow the ideas mentioned above to

penetrate your awareness. When your people know they are important and that their ideas will benefit the company, then you can be assured that motivation will be high and the total organization will benefit. Be a leader who consciously contributes to the inner drive and attitudes of your people and they will make you a winner.

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